

DD/S&T# 820-68

2 JUN 1968

RDM - 11.3

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director-Comptroller
Deputy Director for Science and Technology
Assistant Deputy Director for Intelligence
Assistant Deputy Director for Plans
Assistant Deputy Director for Support

SUBJECT : Agency Program of 3 May 1968 Brookings
Conference for Business Executives
on Federal Government Operations

1. This memorandum is for your information only. This confirms arrangements previously made informally with your office.

2. The fourth in the 1968 series of visits to CIA Headquarters by participants in the Brookings Conference for Business Executives on Federal Government Operations will take place on Friday, 3 May 1968, beginning with luncheon in the Executive Dining Room at 1200 hours.

3. The Executive Director-Comptroller will host the luncheon and other CIA representatives will sit among the visiting Conference participants. Immediately following the luncheon the group will move to the USIB Conference Room for the Agency briefing. The post-luncheon program will be approximately as follows:

1250-1255 -- Introductory Remarks Colonel White

1255-1330 -- The Intelligence Community and National Security Policy Colonel White

1330-1425 -- Question-and-Answer Panel

Moderator and Chairman Colonel White

Panel Members Messrs. Duckett,
Proctor, Meyer,
and Coffey

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4. Included with this memorandum are (a) the 3 May Luncheon Seating Diagram, Attachment A; (b) the Brookings List of Participants, Attachment B; and (c) the Brookings Conference Program Booklet -- which contains more detailed biographic data on all but the latest registrants -- Attachment C.

5. The Intelligence School Staff is handling administrative support for these Brookings Conference visits to Headquarters. If you have any questions regarding the above program, please call me on Extension [redacted] or if you wish any administrative or other support, please call [redacted] of the Intelligence School Staff, on Extension [redacted]

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/s/
John Richardson

John Richardson
Director of Training

Atts

Entrance to Executive Dining Room

EXEC.
DIR.-COMPT. Pastoriza

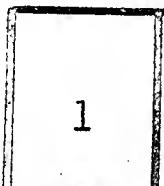
(7D-48)

Malof

HEAD TABLE

Nordstrom

Pearson



Lees

Barnes

Patterson

1

Gore

Kuehner

Ryan

2

Fine

ADDI

ADDP

Cullen
~~martin~~
~~marietta~~



3

Sage
General Electric

Bowers

Richards

Barmeier
~~Sears~~
~~Raebrude~~ DDS&T

Peterson
*Douglas missile
Space Systems Div.*

Ogilvie

4

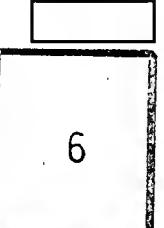
Howland

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Milstead

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Mazanec

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Niebank

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CIA participants are identified by abbreviations (all caps.)
Brookings representative is underlined.

CONFERENCE FOR BUSINESS EXECUTIVES
ON
FEDERAL GOVERNMENT OPERATIONS

April 28 - May 3, 1968

LIST OF PARTICIPANTS

JOSEPH P. BALASH
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Peter Malof
Senior Staff Member

Jerilyn Castellani
Conference Secretary

CONFERENCE FOR BUSINESS EXECUTIVES

ON

FEDERAL GOVERNMENT OPERATIONS

April 28 - May 3, 1968

PROGRAM

Advanced Study Program -- The Brookings Institution
1775 Massachusetts Avenue, N.W.
Washington, D.C.

FOREWORD

This Conference for Business Executives on Federal Government Operations is part of an educational program conducted by The Brookings Institution designed to give current and emerging leaders in American industry a heightened awareness of the national environment in which business is challenged to survive and grow.

The Conference does not seek to develop "experts" in Federal Government affairs. Rather, its purpose is to provide -- through first-hand exposure to principal areas of Federal activity -- an educational experience which will sharpen the sensitivity of participants to:

1. The complexities of Federal government processes, public policy issues, and business-government relationships; and
2. The day-to-day responsibilities, pressures, and problems that confront legislative, judicial, and executive leaders in public life.

The principal methods employed to achieve this purpose include seminars, briefings, a reading program, and visits with governmental officials and scholars. Speakers are presented, not primarily to provide answers to the issues discussed, but to provoke critical thought and comment. Informal and frank discussion, without attribution or publicity, is encouraged to foster a maximum sharing of knowledge, views, and experience.

-2-

Motivating this effort is a conviction that government and business interests have become inseparably intertwined. Major problems of our society today require cooperative action for their effective solution. The success or failure with which we meet these problems depends not only on the performance of elected and appointed officials, but also upon the understanding, competence, intellectual preparedness, and effort of countless individuals occupying positions of trust and influence throughout the economy.

Sponsored by the Advanced Study Program of The Brookings Institution, the Conference is one of a series of educational endeavors undertaken in cooperation with the business community under the general direction of Walter G. Held, Senior Staff Member and Director of Business Programs. It will be directed by Peter Malof, Senior Staff Member and Associate Director of Business Programs.

The broadening of leaders in positions of public and private responsibility has never been more vital to the effective operations of our free society. It is hoped that the Conference will contribute to this end and to the building of greater understanding between major elements in our society.

James M. Mitchell
Director
Advanced Study Program
The Brookings Institution

CONTENTS

FOREWORD

TAB 1	LIST OF PARTICIPANTS
TAB 2	SCHEDULE OF DISCUSSION SESSIONS
TAB 3	BIOGRAPHICAL INFORMATION ON THE SPEAKERS
TAB 4	BIOGRAPHICAL INFORMATION ON THE PARTICIPANTS

CONFERENCE FOR BUSINESS EXECUTIVES
ON
FEDERAL GOVERNMENT OPERATIONS

April 28 - May 3, 1968

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SUNDAY, APRIL 28

12:15 p.m. RECEPTION/LUNCHEON
Dupont Room
Hotel Dupont Plaza WELCOME AND INTRODUCTION TO BROOKINGS

James M. Mitchell
Director, Advanced Study Program
The Brookings Institution

2:15 p.m. THE FEDERAL DECISION-MAKING PROCESS
Room 129
Brookings Conference Chairman

Peter Malof
Member, Senior Staff
Advanced Study Program
The Brookings Institution

Speaker

Wallace S. Sayre
Eaton Professor of Public Administration
and Chairman, Department of Public Law
Columbia University

A review of the major lines of influence
affecting decision-making in the Federal Govern-
ment, their inter-action, and the overall character-
istics of the Federal decision-making process.

4:30 p.m. PURPOSE AND WORK OF THE CONFERENCE
Room 129
Brookings Peter Malof

SUNDAY, APRIL 28 (Continued)

6:00 p.m. SPEAKER'S RECEPTION
Plaza Room
2nd Floor
Hotel Dupont Plaza

6:30 p.m. DINNER
Gallery Room
Hotel Dupont Plaza CONGRESSIONAL DYNAMICS

Charles L. Clapp
Assistant to the Secretary
The Smithsonian Institution

The characteristics of operations in the Senate and House of Representatives, the role of committees and leadership, and Congressional relations with the Executive Branch and the Public.

MONDAY, APRIL 29

8:00 a.m.
Presidential Room
Congressional Hotel

BREAKFAST

A CONGRESSMAN LOOKS AT HIS JOB

The Honorable Charles McC. Mathias
United States Representative from the
Sixth District of Maryland

A discussion of the function, motivations,
rewards and frustrations of a member of Congress.

9:45 a.m.
Room 7000C
GAO Building

ROLE OF THE GENERAL ACCOUNTING OFFICE

The Honorable Frank H. Weitzel
Assistant Comptroller General
United States General Accounting Office

An examination of the functions and activities
of the GAO and its relations with Congress and
the Executive Branch.

11:00 a.m.
Room 2325
Rayburn Building

ISSUES BEFORE THE SCIENCE AND ASTRONAUTICS
COMMITTEE

The Honorable Joseph E. Karth
United States Representative from the
Fourth District of Minnesota

An examination of the functions and the major
issues under the jurisdiction of the House Science
and Astronautics Committee.

12:15 p.m.
Banquet Room
Capitol Hill Hotel

LUNCHEON

MAJOR ISSUES BEFORE THE CONGRESS

The Honorable Howard H. Baker, Jr.
United States Senator from Tennessee

A broad survey of principal issues and trends
of concern in the current session of Congress.

MONDAY, APRIL 29 (Continued)

2:30 p.m.	ISSUES IN CONSUMER PROTECTION
Room 457	
Old Senate Office Building	S. Jerry Cohen Staff Director and Chief Counsel Senate Antitrust and Monopoly Subcommittee
	A discussion of problems in the shaping of policies and programs to protect consumer interests
4:00 p.m.	PROBLEMS OF LEADERSHIP IN CONGRESS
Room S-230	
The Capitol	The Honorable Everett McKinley Dirksen United States Senator from Illinois and Senate Minority Leader
	A discussion of problems in institutional and personal Congressional leadership and organization for effective legislative action.
6:30 p.m.	SPEAKERS' RECEPTION
Room 200	
Brookings	
7:00 p.m.	DINNER
Room 106-8	
Brookings	ISSUES IN ECONOMIC POLICY
	The Honorable William Proxmire United States Senator from Wisconsin and Chairman, Joint Economic Committee
	The Honorable Thomas B. Curtis United States Representative from the Second District of Missouri
	An analysis, from a Congressional perspective, of major issues and trends in current economic policy.

TUESDAY, APRIL 30

8:00 a.m.
Presidential Room
Congressional Hotel

BREAKFAST

STAFFING A CONGRESSIONAL COMMITTEE

John R. Blandford
Chief Counsel
Armed Services Committee

The organization, methods and techniques employed in providing staff services to a Congressional committee, with an examination of the role and scope of staff influence on committee operations.

10:00 a.m.

INDIVIDUAL VISITS TO COMMITTEE HEARINGS/
SUPREME COURT SESSION

12:15 p.m.
Banquet Room
Capitol Hill Hotel

LUNCHEON

ISSUES IN FOREIGN POLICY

The Honorable Wayne Morse
United States Senator from Oregon

An examination, from a Congressional perspective, of major issues and trends in current foreign policy.

2:00 p.m.

VISIT HOUSE/SENATE GALLERIES

2:45 p.m.
West Conference Room
Supreme Court Building

THE NATIONAL JUDICIARY AND PROBLEMS IN
THE ADMINISTRATION OF JUSTICE

The Honorable John M. Harlan
Associate Justice
United States Supreme Court

An analysis of the functions, characteristics, and current problems of the national judicial system.

TUESDAY, APRIL 30 (Continued)

4:00 p.m.
Room 129
Brookings

CIVIL RIGHTS AND PUBLIC ORDER

The Honorable Roger W. Wilkins
Assistant Attorney General and,
Director, Community Relations Service
Department of Justice

A discussion of the relationship between
the activities within the civil rights movement
and the problems of maintaining public order.

6:30 p.m.
Room 200
Brookings

SPEAKER'S RECEPTION

7:00 p.m.
Room 106-8
Brookings

DINNER

ISSUES IN ECONOMIC POLICY

Charles B. Warden, Jr.
Special Assistant to the Chairman
Council of Economic Advisers

An analysis, from an Executive perspective,
of major issues and trends in current economic
policy.

WEDNESDAY, MAY 1

A discussion of the functions and operations of the White House staff as an instrument of Presidential leadership and control over Executive agencies and Administration programs.

10:45 a.m. THE BUREAU OF THE BUDGET

An examination of the role of the Bureau of the Budget in the Executive Branch

12:15 p.m. LUNCHEON

THE CIVIL SERVICE COMMISSION AND THE JOB OF THE FEDERAL EXECUTIVE

Nicholas J. Oganovic
Executive Director
United States Civil Service Commission

A discussion of the roles of the Civil Service Commission as the government's central personnel office and as guardian of the merit system in the Federal service, and an analysis of the nature of the Federal executive's job and working environment.

WEDNESDAY, MAY 1 (Continued)

2:30 p.m.
Room 129
Brookings

POLICY ISSUES IN URBAN DEVELOPMENT

Morton H. Leeds
Director, Plans, Programs, and Evaluation
Staff for Renewal and Housing Assistance
U.S. Department of Housing and Urban
Development

A review of major issues in the shaping of
public policies to meet the present and future needs
of cities, and a discussion of the major programs
of the Department of Housing and Urban Development.

4:00 p.m.
Room 8A&B
Department of
Transportation

POLICY PROBLEMS IN TRANSPORTATION

The Honorable Paul L. Sitton
Deputy Under Secretary
Department of Transportation

A discussion of major issues in the shaping of
policies and programs to cope with national trans-
portation problems.

EVENING FREE

THURSDAY, MAY 2

9:15 a.m. THE OFFICE OF ECONOMIC OPPORTUNITY
Room 129

John D. Johnson
Director, Information Center
Office of Economic Opportunity

A discussion of the role of the OEO, and an appraisal of problems and progress in the programs under its cognizance.

10:45 a.m. GOVERNMENT AND SOCIAL WELFARE
Room 5542
HEW The Honorable James F. Kelly

The Honorable James F. Kelly
Assistant Secretary, Comptroller
Department of Health, Education, and Welfare

An examination of the role and direction of Federal involvement in the fields of health, education and welfare, with attention to major organizational and program problems of the Department of Health, Education and Welfare.

12:15 p.m. LUNCHEON
Room 106-8
Brookings GOVERNMENT

GOVERNMENT AND BUSINESS

The Honorable Lawrence C. McQuade
Assistant Secretary of Commerce for
Domestic and International Business

A discussion of Federal policies and programs affecting the industrial and commercial segments of the national economy, and an examination of the role of the Department of Commerce in fostering constructive business-government relations.

THURSDAY, MAY 2 (Continued)

2:30 p.m.
Room 7516
Department of
State

MAJOR ISSUES IN FOREIGN POLICY

The Honorable Henry D. Owen
Chairman, Policy Planning Council
Department of State

An analysis of problems and trends in critical areas of foreign policy, with attention to the character of international politics and the role of the United States in world affairs.

4:00 p.m.
Room 640
N.L.R.B.

PROBLEMS BEFORE THE NATIONAL LABOR
RELATIONS BOARD

Bernard Cushman
Special Assistant to the General Counsel
National Labor Relations Board

An examination of the functions of the National Labor Relations Board and of problems before it.

6:30 p.m.
Room 200
Brookings

SPEAKER'S RECEPTION

7:00 p.m.
Room 106-8
Brookings

THE ROLE OF THE NEWS MEDIA IN THE
GOVERNMENTAL PROCESS

Alan L. Otten
White House and Political Correspondent
The Wall Street Journal

An analysis of the role and work of the news media in reporting and interpreting the Washington scene.

FRIDAY, MAY 3

9:00 a.m. MANAGING THE DEPARTMENT OF DEFENSE
Room 1E801 No. 3
The Pentagon Donald B. Rice
Director of Cost Analysis
Department of Defense

An examination of selected problems in the management of the Department of Defense.

Harry H. Schwartz
Deputy Assistant Director
(Near East and South Asian Affairs)
Department of Defense

A discussion of the role of military power in international politics and of problems involved in integrating military and foreign policies in furthering national security objectives.

FRIDAY, MAY 3 (Continued)

12:00 Noon LUNCHEON
Executive Dining Room
C.I.A. INTELLIGENCE AND NATIONAL SECURITY

Central Intelligence Agency Officials

An examination of the role of intelligence in
promoting national security interests.

3:00 p.m. PROGRAM CRITIQUE AND CLOSING CEREMONIES
Room 203 James M. Mitchell
Brookings

3:30 p.m. ADJOURNMENT

BIOGRAPHICAL INFORMATION

ON THE

SPEAKERS AND CHARMEN

HOWARD H. BAKER, JR.

Born in Huntsville, Tennessee. Tulane University, University of the South and Tennessee Law College.

Prior to 1966, Mr. Baker was a partner in the firm of Baker, Worthington, Barnett & Crossley, attorneys, Knoxville, Tennessee. In 1966, he was elected to the 88th Congress as United States Senator from Tennessee.

He serves on the Government Operations, Public Works and Select Small Business Committees.

JOHN RUSSELL BLANDFORD

Born in Buffalo, New York. Hobart College, Geneva, New York, and Yale Law School.

Admitted to practice law in New York, District of Columbia, and U.S. Supreme Court. Became Counsel for the House Committee on Armed Services in January 1947, and served continuously in that capacity until his appointment in 1963 as Chief Counsel of the House Committee on Armed Services.

Received the 1966 Rockefeller Public Service Award in the field of Law, Legislation, or Regulation, in recognition of his distinguished service to the Government of the United States and to the American people.

Served on active duty during World War II as a Forward Observer, Artillery Liaison Officer, and Regimental Judge Advocate from 1941 to 1946. Presently holds the grade of Brigadier General, U.S. Marine Corps Reserve.

Member of Phi Beta Kappa, Tau Kappa Alpha.

JOSEPH A. CALIFANO, JR.

Born in Brooklyn, New York. Holy Cross College and Harvard Law School.

Commissioned as an Ensign in the U.S. Navy, 1955, and served three years in the Office of the Judge Advocate General in Washington, D.C. Became associated with law firm of Dewey, Ballantine, Bushby, Palmer & Wood in New York City, 1958. Left the law firm in 1961 to join the Department of Defense as Special Assistant to the General Counsel. In July, 1962, was appointed Special Assistant to the Secretary of the Army. From April, 1964 until mid-1965, served as the Special Assistant to the Secretary and Deputy Secretary of Defense. In July 1965, was appointed Special Assistant to the President.

CHARLES L. CLAPP

Born in Wakefield, Massachusetts. Tufts University, Harvard University, and the University of California (Berkeley).

Taught political science at Florida State University and the University of California (Berkeley). Recipient of American Political Science Association Fellowship Award. Assistant to Representative Peter Frelinghuysen and Senator John F. Kennedy. Professional Staff Member, Special Committee to Investigate Political Activities, Lobbying and Campaign Contributions, U.S. Senate (Senator McClellan, Chairman). Staff Assistant to Special Committee to Select the Five Outstanding Senators in History (Senator John F. Kennedy, Chairman). Administrative Assistant to Representative Charles E. Chamberlain. Research Associate, The Brookings Institution. Until December, 1966, Legislative Assistant to Senator Leverett Saltonstall from Massachusetts. Since January, 1967, Assistant to the Secretary, The Smithsonian Institution.

Author: The Congressman: His Work As He Sees It, The Brookings Institution, Washington, D.C., 1963.

S. JERRY COHEN

Wayne State University and Wayne State University Law School.

Engaged in private practice of law in Detroit for five and one half years; head of the Criminal Division of the Attorney General's Office, State of Michigan, for the next two and one half years. Has been with the Senate Antitrust and Monopoly Subcommittee for the past six years, the past four as Staff Director and Chief Counsel.

THOMAS B. CURTIS

Born in St. Louis, Missouri. Dartmouth College, Washington University Law School, and Westminster College.

Was admitted to the Bar of Missouri, 1934; member of Biggs, Hensley, Hughes, Curtis and Biggs; engaged in general practice of law; member of the Board of Election Commissioners, St. Louis County, 1942; member of the St. Louis County Republican Central Committee, 1946-50; member of the State Board of Law Examiners, 1948-50; elected to 82nd and succeeding Congresses as United States Representative from the Second District of Missouri.

Member, House Ways and Means Committee, Joint Economic Committee, Joint Committee on Internal Revenue Taxation, Joint Committee on Organization of Congress.

BERNARD CUSHMAN

Born in Massachusetts. Dartmouth College and Harvard Law School.

Earlier practice included General Counsel of the Amalgamated Association of Street, Electric Railway and Motor Coach Employees of America, AFL-CIO. He also had served as attorney for the Labor Bureau of the Middle East. His Federal legal experience includes service as an N.L.R.B. Trial Examiner and attorney; Assistant General Counsel, National War Labor Board; and Chief, Legislative and Bureau Services Section, Office of the Solicitor, U.S. Department of Labor. Prior to his return to the National Labor Relations Board, Mr. Cushman engaged in private law labor practice and served as a neutral arbitrator on the panel of approved arbitrators of the Federal Mediation and Conciliation Service. He has written extensively in the labor relations law field as a contributor to law reviews and other publications. In January of 1966, he was appointed to his present position as Special Assistant to the General Counsel, National Labor Relations Board.

EVERETT MCKINLEY DIRKSEN

Born in Pekin, Illinois. University of Minnesota.

Member of the Bar of the District of Columbia and Illinois. Served as General Manager, Cook Dredging Company, 1922-25; Commissioner of Finance, Pekin, 1927-31. Member, 73rd to 80th Congresses as United States Representative from the 16th District of Illinois.

Retired voluntarily in 1949. Nominated and elected to Senate seat in 1950 and since that time has been reelected to serve as U.S. Senator from Illinois. Also since 1959, served as Minority Leader of the Senate.

Private, later 2nd Lieutenant, U.S. Army, 1917-19.

Serves on Finance and Judiciary Committees, and Joint Committee on Immigration and Nationality Policy, and Joint Committee to Commemorate the 100th Anniversary of the Second Inaugural of Abraham Lincoln. Also serves on the Republican Policy Committee.

JOHN M. HARLAN

Born in Chicago, Illinois. Princeton University, Balliol College at Oxford University (Rhodes Scholar), and New York Law School.

Admitted to the New York Bar in 1925. Joined the firm of Root, Clark, Buckner & Howland (subsequently Root, Ballantine, Harlan, Bushby & Palmer) as an Associate in 1923; member of the firm from 1931 to 1945, specializing in litigation throughout. Assistant U.S. Attorney, Southern District of New York, 1925-27; Chief Assistant Special Counsel to Commissioners Clarence E. Shearn and Judge Townsend Scudder, appointed by Governor Smith in 1928 in removal proceedings against the Borough President Queens. Appointed by Governor Smith Special Assistant Attorney General, State of New York, 1928-30, in connection with Queens County sewer prosecutions. Appointed by Governor Dewey as Chief Counsel to New York States Court of Appeals, Second Circuit, on February 10, 1954. On March 17, 1955, appointed by the President Associate Justice of the Supreme Court of the United States, taking the oath of office on March 28, 1955.

Member: American Bar Association; New York State Bar Association; Association of the Bar of the City of New York; New York County Lawyers Association; American Law Institute; Director of National Legal Aid Association.

Served as Colonel, U.S. Army Air Force, stationed in England 1943-45 as Chief of Operations Analysis Section, Eighth Air Force, and subsequently member of Planning Section for the Occupation of Germany, U.S. Strategic Air Forces in Europe.

PHILLIP S. HUGHES

University of Washington.

Chief of Research and Statistics for the Washington State Department of Social Security, 1941-43; senior labor market analyst in the State Office of War Manpower Commission, 1943-44. Served in the U.S. Navy, 1944-46. Statistician and Chief of the Research Division of the Veterans Administration Branch Office in Seattle, 1946-49. In 1949 joined the Bureau of the Budget as budget examiner handling non-medical programs of the Veterans Administration. In 1953 became Assistant Chief of the Bureau's Labor and Welfare Division in charge of social security and nonmedical veterans' programs. Deputy Chief of the Office of Legislative Reference, 1955-58. From June 1958 to February 1966, Assistant Director for Legislative Reference. In March 1966, appointed to present position of Deputy Director, Bureau of the Budget, Executive Office of the President.

In 1962 he was selected as a winner of the National Civil Service League Career Service Award, and in 1965 received the Bureau's Exceptional Service Award.

JOHN D. JOHNSON

Mr. Johnson was born in Baltimore, Maryland in 1937. He attended Siena College, Loudonville, New York, and the George Washington University, Washington, D.C. In 1959-60 he participated in the Management Intern Seminar Program of the Brookings Institution, while employed in the Office of the Adjutant General, The Pentagon.

From 1959-62, Mr. Johnson was a Budget Analyst, Office of the Chief Signal Officer, the Pentagon. He was Budget Analyst for the Defense Atomic Support Agency, Washington, D.C. from 1962-65.

In 1965, Mr. Johnson was appointed Deputy Assistant Director, Information Center, Office of Economic Opportunity, Washington, D.C. In 1966 he was promoted to his present position, Assistant Director of OEO for the Information Center, Washington, D.C.

JOSEPH E. KARTH

Born in New Brighton, Minnesota. University of Nebraska.

In World War II, during combat service in the European Theatre of Operations, Congressman Karth received a recommendation for a battlefield commission. After the war, he was employed by the Minnesota Mining and Manufacturing Company. Before he entered the Congress he was in labor-management relations for ten years as an international representative for the Oil, Chemical and Atomic Workers.

From 1950 to 1958, Congressman Karth served in the Minnesota House of Representatives. He was chairman of the Labor Committee and was a member of the Tax, Conservation, Compensation and other committees. Elected to the Congress in 1958 as United States Representative from the 4th District of Minnesota. He is second ranking majority member of the House of Representatives Committee on Science and Astronautics, Chairman of the subcommittee on Space Sciences and Applications and a member of the subcommittee on NASA Oversight.

JAMES F. KELLY

Born in Washington, D.C. Columbus University.

Has served in Federal Government continuously since 1934, starting as junior clerk with the Public Works Administration, Housing Division, and served in various capacities in that organization. Served five and one-half years as Director of the Budget Office, before going to the Department of Health, Education, and Welfare as Director, Office of Financial Management. From 1961-65, was Deputy Administrative Assistant Secretary and Comptroller, Department of Health, Education, and Welfare. In October 1965 became Comptroller, Department of Health, Education, and Welfare, until promotion to present position of Assistant Secretary, Comptroller, Department of Health, Education, and Welfare.

Served three years in U.S. Navy doing management and analysis work, Management Engineer's Office in the Office of the Secretary of the Navy.

MORTON H. LEEDS

BSSc, College of the City of New York, and MA and PhD from the New School for Social Research.

From 1953, Executive Director of the Borinstein Home for the Aged in Indianapolis. Helped write the law establishing the Indiana State Commission on the Aging and the Aged, served for eight years as its Executive Secretary, and as Chairman of the State Interdepartmental Committee on Aging. Prior to going to Indianapolis, he worked for the Sephardic Home for the Aged in Brooklyn and for the New York City Department of Welfare. He entered Federal service in 1962 to become Director of the Elderly Housing Loans Division, Housing and Home Finance Agency. Currently is Director, Plans, Programs, and Evaluation Staff for Renewal and Housing Assistance, U.S. Department of Housing and Urban Development.

Served in the U.S. Army during World War II as a multi-lingual translator in Shanghai, and in hospital administration in Calcutta.

Author of Aging in Indiana: Readings in Community Organization, 1959; The Aged, The Social Worker, And The Community, 1961, edited Geriatric Institutional Management (with Herbert Shore), 1964; Washington Colloquium on Science and Society, Second Series, 1968; and numerous articles and pamphlets.

PETER MALOF

Born in Riga, Latvia. Northwestern University; Harvard University.

Junior Russian Research Fellow, Harvard University, 1952-53;
Research Associate, Human Relations Area Files, Inc., Washington
Branch, 1955-57. Editor, World Challenge; Associate Editor,
Washington Report; and Staff Member, International Relations
Department, Chamber of Commerce of the United States, 1958-62.
Now, Member, Senior Staff and Associate Director of Business
Programs, Advanced Study Program, The Brookings Institution.

Co-author: Iran; The Russian Soviet Federated Socialist Republic;
Poland, Its People, Its Society, Its Culture; USSR, Its People,
Its Society, Its Culture; The Common Market: The European Community
in Action.

CHARLES McC. MATHIAS, JR.

Born in Frederick, Maryland, Haverford College, Yale University, University of Maryland Law School.

Admitted to the Maryland bar in 1949 and to the U.S. Supreme Court bar in 1954; Assistant Attorney General of Maryland, 1953-54; City Attorney of Frederick, Maryland, 1954-59; elected to Maryland House of Delegates in 1958; United States Representative from the Sixth District of Maryland, since 87th Congress.

Member: District of Columbia and Judiciary Committees, Subcommittees on Bankruptcy and Antitrust, Special Subcommittee on State Taxation of Interstate Commerce.

Enlisted as an Apprentice Seaman in 1942; commissioned as an Ensign in 1944; sea duty in Pacific Area, 1944-46; now, Lieutenant Commander, U.S.N.R.

LAWRENCE C. McQUADE

Born in Yonkers, New York. Yale University, Oxford University (Rhodes Scholar), and Harvard Law School.

Practiced corporate and financial law with Sullivan & Cromwell in New York City from 1954 to 1960. From 1961 through 1963, served as Assistant Secretary of Defense for International Security Affairs. Joined the Commerce Department in November 1963 as Deputy Assistant Secretary of Commerce for Financial Policy. From 1965 to 1967, was the Assistant to Commerce Secretary John T. Connor. In August of 1967 was appointed to his present position as Assistant Secretary of Commerce for Domestic and International Business. Had been Acting Assistant Secretary since February 1967.

JAMES M. MITCHELL

Born in Washington, D.C.; Georgetown, George Washington, and University of Michigan.

Has served as management consultant, personnel officer and administrator in Federal, State, and local governments. From 1940 to 1948, he was Executive Director of the Public Personnel Association, where he also served as Editor of Public Personnel Review. He was a member of the U.S. Civil Service Commission from 1948-53, when he was appointed Deputy Assistant Secretary of Defense, where he served until February 1955. He was Associate Director of the National Science Foundation from 1955-59, when he was appointed Director of the Advanced Study Program at The Brookings Institution.

U.S. Representative, U.N. Salary Review Commission, 1956; Member, Board of Trustees, George Washington University (Secretary, 1966-); Member, American Society of Public Administration (President 1952-53). Member, Armed Forces Management Association (President 1954-55). Member, Science Advisory Committee, Pacific Science Center Foundation; Member, Public Personnel Association; Member, Board of Trustees of the Educational Television Station WETA (Chairman of Program Committee, 1965-). In 1958, directed study of the management structure and staffing of the Government of Tunisia. Served as a Consultant in 1962 to President Kennedy's Task Force on Foreign Economic Assistance; in 1966, as a Member of President Johnson's Task Force on Manpower for State and Local Governments, and in 1967-8 as a Member of the Advisory Committee on Merit System Standards. Served as Commander, U.S. Coast Guard, 1943-45. Lecturer at Universities of Michigan and Chicago, and Northwestern University; University Professor, the University of Delaware, 1967-8.

WAYNE L. MORSE

Native of Wisconsin. University of Wisconsin, University of Minnesota and Columbia University.

Held reserve commission as Second Lieutenant, Field Artillery, United States Army, 1923-30. Assistant Professor of Law at University of Oregon, 1929. Dean and Professor of Law, University of Oregon, 1931-44. Has served in his present office of United States Senator from Oregon since 1944. He is a member of District of Columbia, Foreign Relations, Labor and Public Welfare and Select Small Business Committees. In addition, he is a member of the Special Committee on Aging.

Chairman, President's Railway Emergency Board, 1941; Public Member, National War Labor Board, 1942-44; Member, United States delegation to United Nations, 1960; Chairman, President's Special Board on Atlantic and Gulf Coast Maritime Dispute, 1963.

Author and co-author of numerous publications in the field of law.

NICHOLAS J. OGANOVIC

Born in Chisholm, Minnesota. State Teacher's College, St. Cloud, Minnesota and the University of Minnesota.

Has served in the Civil Service Commission as Director, Bureau of Departmental Operations, Washington, D.C., and as Director of the St. Paul and Denver Regions. Was Deputy Executive Director, United States Civil Service Commission, and is presently the Executive Director, U.S. Civil Service Commission.

Mr. Oganovic is the recipient of the Gold Medal Commissioner's Award, the Public Personnel Award of the President's Committee on Employment of the Handicapped, and the National Civil Service League's Career Service Award.

ALAN L. OTTEN

Born in New York City. City College of New York, and Columbia School of Journalism.

He joined the Wall Street Journal in 1946, after serving overseas with Army and Air Force. He also worked in New York for about eight months before coming to Washington, D.C. Has been assigned to almost every beat in Washington except Agriculture; presently, White House and Chief Political Correspondent, Wall Street Journal.

Has freelanced extensively for the last 13 years, writing articles for Harper's, Saturday Evening Post, Look, and other periodicals. Is a member of the Gridiron Club.

HARRY D. OWEN

Born in New York City. Harvard University.

Served as Economist for the Office of Price Administration, 1941-42. During World War II, Mr. Owen served as a Lieutenant in the United States Navy, from 1942-46. He joined the State Department in 1946, working as an Economist for Intelligence Research until 1955, when he became a member of the Policy Planning Staff. In 1962 he was appointed Deputy Counselor and Vice-Chairman, Policy Planning Council, State Department. He is presently Chairman, Policy Planning Council, State Department.

He received the Merit Service Award in 1962.

WILLIAM PROXMIRE

Born in Lake Forest, Illinois. Yale University, Harvard Business School.

Enlisted as a Private in the U.S. Army in 1940, left active duty in 1946 as First Lieutenant. Political and labor reporter, Capital Times, Madison, Wisconsin, 1949-50. Has been in politics since 1950, when he was elected to Wisconsin State Assembly. In 1953, became part owner and President of Artcraft Press, Waterloo, Wisconsin, resigning in 1957 when he was first elected United States Senator from Wisconsin. Currently serving as Chairman, Joint Economic Committee.

Member of Senate Banking and Currency and Appropriations Committees, and Housing Subcommittee, Securities Subcommittee, and Small Business Subcommittee. Serves as Chairman, Financial Institutions Subcommittee.

DONALD B. RICE

Dr. Donald B. Rice received a B.S. degree in chemical engineering, University of Notre Dame, 1961; M.S., Industrial Administration, Purdue University, 1962; Ph.D., Economics, Purdue University, 1965. He was awarded a Ford Foundation Doctoral Fellowship in Economics, Purdue University, three years.

In 1963-64, Dr. Rice was an Instructor and Research Associate at Purdue University, Lafayette, Indiana. In 1965-66 he was Assistant Professor, Defense Management Systems Course, Monterey, California. In 1966-67 he was Assistant Director for Academics and Assistant Professor, U.S. Naval Postgraduate School, Defense Management Systems Course, Monterey, California.

In 1967, Dr. Rice came to the Department of Defense, where he is Director of Cost Analysis in the Office of the Assistant Secretary Defense (Systems Analysis).

WALLACE S. SAYRE

Marshall College and New York University.

Has taught political science and public administration on the faculties of New York University, Cornell University, University of California at Berkeley, Stanford University and the City College of New York.

Served as Chairman of the Department of Government and Director of the Graduate Program in Public Administration, City College of New York, 1951-54. Presently, Eaton Professor of Public Administration and Chairman, Department of Public Law, Columbia University.

Governmental experience includes four years (1938-42) as New York City Civil Service Commissioner in the LaGuardia Administration; Associate Director of Fuel Rationing for the Office of Price Administration, 1942-44; Director of Personnel, OPA, 1944-46. Since returning to teaching in 1946, has served also as a consultant and adviser to Federal, state and local governments. Has served as a member of the Atomic Energy Commission's Personnel Management Advisory Committee, as a consultant to the State Department, Public Health Service, the Bureau of Employment Security, the New York State - New York City Fiscal Affairs Committee, and as Staff Director of the New York State Commission on New York City Government.

Author: The U.N. Secretariat, 1950; Personnel Administration in the Government of New York City, 1952, with Herbert Kaufman; Training for Specialized Mission Personnel, 1952, with Clarence E. Thurber; The Federal Government Services, 1954; Governing New York City, 1960, with Herbert Kaufman. Author of numerous essays and articles including "Scientists and American Science Policy," in Scientists and National Policy-Making, edited by Robert Gilpin and Christopher Wright, 1964.

HARRY H. SCHWARTZ

Born in Columbus, Ohio. Princeton University and the National War College.

Mr. Schwartz is a career Foreign Service Officer. Entered the Foreign Service in 1940. Has had foreign assignments in Vancouver, Canada; Tangier, Morocco; Kinshasa (then Leopoldville), Democratic Republic of the Congo; Bonn, Federal Republic of Germany, and Tehran, Iran. Washington assignments for the Department of State include Assistant Chief of the Division of African Affairs, member of the Policy Planning Staff, Special Assistant to the Counselor, and Deputy State Department Representative to the National Security Council Planning Board. In 1963, he was detailed to the Department of Defense (International Security Affairs) as Special Consultant on European Affairs. In 1965, he was detailed to the White House to participate in a special study under General Maxwell D. Taylor which resulted in the organization of the Senior Interdepartmental Group and Interdepartmental Regional Groups to coordinate United States foreign affairs on a government-wide basis. Mr. Schwartz served as Staff Director of the Senior Interdepartmental Group from March 1966 until August 1967, when he was assigned as Deputy Assistant Secretary (Near East and South Asian Affairs) in the Office of the Assistant Secretary of Defense (International Security Affairs).

PAUL L. SITTON

Born in DeKalb County, Georgia. Emory University, University of Pennsylvania, George Washington University, and American University.

Field Representative, Bureau of Old Age and Survivors Insurance, Social Security Administration, 1951-52; Management Analyst, Office of the Secretary, Department of the Interior, 1953-54; Area Analyst, Office of Territories, Department of the Interior, 1954-55; Budget Examiner, Commerce and Finance Division, Bureau of the Budget, 1956-65; Deputy Coordinator for International Aviation, Bureau of Economic Affairs, State Department, January-September, 1965; Director, Office of Transportation Programs, Office of the Under Secretary for Transportation, Department of Commerce, 1965-67; since April 1967, Deputy Under Secretary of Transportation.

CHARLES B. WARDEN, JR.

Swarthmore College and Harvard University.

Member of the staff of the Joint Economic Committee, United States Congress, 1959-60; Teaching Fellow and Instructor, Harvard University, 1961-64; Member of the staff of the Economic Development Program, Ford Foundation, 1964-66. Currently, Special Assistant to the Chairman, Council of Economic Advisers.

Served as Associate Editor, Journal of Economic Abstracts, 1962-64, and has published a number of articles, primarily in the field of economics.

FRANK H. WEITZEL

Born in Washington, D.C. George Washington University and George Washington University Law School.

Has served in the General Accounting Office for nearly 40 years: 1935-42, Office of the General Counsel; 1942-45, Office of Comptroller General, Assistant to Comptroller General; 1945-53, in charge of the legislative program and inter-agency relations; in 1953 appointed Assistant Comptroller General of the United States, and has also served as Acting Comptroller General of the United States.

Has worked on the Joint Accounting Improvement Program being carried on by GAO with the Bureau of the Budget and the Treasury Department; and with the Congress on the Government Operations Control Act of 1945, the Federal Property and Administrative Services Act of 1949, the National Security Act Amendments of 1949, the Budgeting and Accounting Procedures Act of 1950, and the Post Office Department Financial Control Act of 1950.

Member of the bar of the U.S. District Court, the U.S. Court of Appeals for the District of Columbia, and the Supreme Court of the United States. Member of the American Bar Association and the Federal Bar Association.

ROGER W. WILKINS

Born in Kansas City, Missouri. The University of Michigan.

Served as a public welfare worker in Cleveland in 1957; practiced law in New York with the firm of Delson, Levin and Gordon, 1958-62; Special Assistant to the Administrator of the Agency for International Development, 1962-64. In 1966, appointed as Director of the Community Relations Service, the Department of Justice, having served as its Assistant Director since 1964, and in 1965 as Staff Director of the Task Force on Urban Problems of the President's Council on Equal Opportunity.

BIOGRAPHICAL INFORMATION

ON THE

PARTICIPANTS

JOSEPH P. BALASH

Project Manager - Marketing Department
Koppers Company, Inc.

Mr. Balash received a B.S. degree in Chemical Engineering and a B.S. in Management Engineering from the Carnegie-Mellon University. Also attended its Graduate School of Industrial Administration.

He joined Koppers in 1961 after 10 years in the headquarters staff of Blaw-Knox Company. Since that time he has held various assignments in the Marketing and Economic Research function of Koppers, dealing with domestic and international operations.

ROBERT E. BARMEIER

Director of Planning and Research (National Headquarters)
Sears, Roebuck and Co.

Mr. Barmeier received his B.S. and M.B.A. degrees, and did additional graduate work, at the School of Business Administration, Northwestern University.

He joined Sears, Roebuck and Co. in 1938 as a college trainee, and held assignments in retail stores and in the Company's main office prior to World War II. During the War, he served in Washington, in Army Service Forces Headquarters. Returning to Sears in 1946, he was assigned to the National Personnel Department, and since that time has held a number of positions in that department, involving every phase of the Company's personnel program.

He is currently Director of Personnel Planning and Research, with responsibility for analysis and long-range planning of Companywide personnel activities.

JOHN H. BARNES

Coordinator, Marketing and Distribution Facilities
Distribution Center
Eastman Kodak Company

Mr. Barnes received a B.S. degree in accounting from the University of Illinois. He later attended the Graduate School of Credit Management at Dartmouth College.

Mr. Barnes joined Eastman Kodak in 1948 as a trainee in the credit department. He remained in that department until 1951 when he transferred to office management at the Distribution Center. Upon his return to the Kodak Office in 1952, he resumed his prior position as credit office supervisor. In 1954 he was named regional credit manager of the Midwestern Region. Mr. Barnes joined the management administrative staff of Recordak Corporation in New York City in 1956. He assumed administrative responsibilities for planning and distribution and for Main Office processing in 1958. In 1959, he was appointed Manager of Operations, Recordak Corporation. Mr. Barnes was elected vice-president of Recordak Corporation in 1963 and appointed vice-president, operations of Recordak of Canada, Ltd. at that time. In 1966 he was appointed Director, organization development, distribution division. As of May 31, 1966, he has held his present position.

DAVID L. BIGLER

District Director - Public Relations
Mountain States District
United States Steel Corporation

Mr. Bigler received a B.A. degree in journalism from the University of Utah, Salt Lake City.

After working as a correspondent for United Press at Salt Lake, he started his career with U.S. Steel as a training instructor in the Industrial Relations Department at Geneva Works. In 1954, he was promoted to staff assistant - training, and later that year, was transferred to Public Relations as field representative, Cleveland District, where he covered Ohio and Eastern Michigan for U.S. Steel. He returned to Utah three years later as assistant district director, Utah-Intermountain District, the position he held prior to appointment to his present post in 1963.

Mr. Bigler served in the U.S. Navy during World War II and the Korean War.

LEO J. BLATZ

General Manager
International Sales and Supply
Esso Inter-America Inc.

Mr. Blatz received a B.A. degree in chemical engineering from Notre Dame.

He joined Standard Oil Development Co. as a Research Engineer in 1943. He joined Esso International Inc. in 1954 where he held various positions until 1963, when he went to Tripoli as a Director of Esso Libya. He returned to Esso International in New York in 1965 as Manager of the Western Hemisphere Division of the Treasurer's Department, and in 1966 he was named Manager of the Traffic Division.

Later in 1966, Mr. Blatz became General Manager of the International Sales and Supply Department of Esso Inter-America Inc. in Coral Gables, the position he now holds.

WILLIAM C. BOWDEN

Department Manager
Lockheed California Company

Mr. Bowden attended Los Angeles City College and the University of California, majoring in mathematics and contract administration.

He has spent twenty-six years with Lockheed in various product support related activities. From 1949-61, he served in various Customer Service, administrative and supervisory assignments with various airlines in Europe, Asia, Australia and the USA.

He is presently responsible for spare parts and ground support equipment provisioning activities on the world-wide F-104 programs, the P-3 Orion, and AH-56A compound helicopter; the development of training devices and equipment and the preparation of provisioning documentation and parts catalogs.

JACK L. BOWERS

General Manager - Convair Division
General Dynamics Corporation

Mr. Bowers received a B.S. degree in electrical engineering from the Carnegie Institute of Technology and has done graduate work at both UCLA and New York University.

He joined General Dynamics in 1946 as a research engineer at the Convair Division. He was chief system design engineer in 1952 when he went to the Pomona division of General Dynamics as assistant chief engineer-development. In 1955, Mr. Bowers was named assistant to the Vice President - Engineering at the General Dynamics corporate offices in San Diego. He joined the Astronautics division in 1956. He was assistant chief engineer - design at Astronautics when he joined the AVCO Corporation, Cincinnati, Ohio as vice president and general manager of the Electronics Division. In June 1964, Mr. Bowers returned to General Dynamics and was named director of electronic systems for General Dynamics Corporation. Later, he was named to his present position as general manager of the Convair division and a vice president of the General Dynamics Corporation.

ROBERT E. CULLEN

Director, Organization and Plans
Aerospace Headquarters
Martin Marietta Corporation

Mr. Cullen received a B.S. degree in industrial management from the University of Pittsburgh and an M.B.A. from Rollins College, Winter Park, Florida.

Following his undergraduate work, he served as an industrial engineer with the U.S. Steel Corporation in Pittsburgh and then joined Koppers Company, Inc. as Personnel Manager for the Follansbee, West Virginia operations.

In 1958, Mr. Cullen joined the Martin Marietta Corporation in Orlando, Florida and served in various Industrial Relations positions such as Wage & Salary Manager, Employment, Employee Relations. In 1966, Mr. Cullen was promoted and relocated to the Corporate Offices as Corporate Director of Personnel and in 1967, he assumed the responsibilities of Organization Planning and special personnel studies. A recent assignment of directing Corporate Policy and Procedure activities has been included in Mr. Cullen's responsibilities.

SETH M. DABNEY

Associate Counsel
Caterpillar Tractor Co.

Mr. Dabney received a B.A. degree from the College of the City of New York and an LL.B. degree from the Columbia University School of Law.

Following service in the U.S. Army during World War II, he practiced as a member of a downtown New York law firm, Dorr, Hand, Whittaker & Watson, specializing in corporate and antitrust law, until he joined Caterpillar Tractor Co. as Associate Counsel in 1963.

In his position with Caterpillar Tractor Co. Mr. Dabney supervises the activities of the legal staff and has responsibility for the legal functions of the corporation.

PAUL F. DEISLER

General Manager, Ammonia Division
Shell Chemical Company

Mr. Deisler received a B.S. degree in chemical engineering from Texas A. and M. and M.S. and Ph.D. degrees from Princeton.

He joined Shell Development at Emeryville as an Engineer in 1952. He became a Department Head in 1963 and later that year joined Shell Chemical as Manager, Process Development, Industrial Chemicals Division. He was named Plant Manager at Martinez in 1966 and assumed his present position in April 1967.

ROBERT W. DOWNING

Executive Vice President
Great Northern Railway Company

Mr. Downing received a B.S. degree in Civil Engineering from Yale University.

After three years service in track maintenance work on the Pennsylvania Railroad, he joined Great Northern in 1938. His work on Great Northern was in maintenance of way until service in World War II when he served in the U.S. Navy. Since that time he has held positions in the Operating Department as District Roadmaster on the Butte Division, Trainmaster on the Butte, Spokane and Mesabi Divisions and Division Superintendent on th Minot Division. In 1956, he became Assistant to the President at Headquarters in St. Paul to work on merger studies with the Northern Pacific and Burlington railroads. In 1958, he was named Vice President, Executive Department and since March 1967 has been Executive Vice President.

He is responsible for assisting the president, coordination of inter-departmental matters and is directly responsible for systems, data processing, materials management, real estate management and public relations.

DAVID S. FINE

Manager of Product Marketing Programs
Data Processing Division
International Business Machines Corporation

Mr. Fine received an A.B. degree from Harvard College.

After serving with the United States Marine Corps in Korea and California he joined IBM in 1957 as a data processing salesman. Since that time, he has held line management positions in federal government sales activities and staff management assignments in sales division headquarters. The staff assignments have been in the fields of product requirements and product marketing programs.

Mr. Fine was promoted to his present position in 1965. He is responsible for headquarters staff planning, coordination and liaison with other divisions and the field sales organization on product line matters. This includes the establishment of marketing and installation strategies and the administration of national product marketing programs.

EDWARD W. GORE, JR.

Director of Product Programs - Data Processing Group
IBM Corporation

Mr. Gore received a B.S. degree in business and engineering administration from the Massachusetts Institute of Technology. He received his M.S. degree in business administration from Columbia University.

He joined IBM in 1955 as a sales trainee in New York, and after selling in the financial district was promoted to Product Planning at the Development Laboratory in Endicott in 1959. He held various positions in planning and program management, and in 1966 was promoted to Manager of Advanced Programs, DP Group Staff. He assumed his present position as Director of Product Programs in March 1967.

HENRY W. HOWARD

Senior Partner
Howard, Prim, Smith, Rice & Downs, Attorneys-at-Law

Mr. Howard received a B.A. degree from the University of San Francisco and an LL.B. degree from the University of San Francisco.

During World War II, he served as a captain in the U.S. Army in England. For a short time after his return, he resumed his employment as a tax attorney for Standard Oil Company of California, for six months was an associate tax counsel of the State Board of Equalization of the State of California, and in 1947, began the practice of law with a San Francisco law firm.

In 1952, Mr. Howard, as a sole practitioner, started the law practice of the firm of which he is now the senior partner. Six partners and eight associates carry on the corporation and general business practice of the firm.

JOHN L. HOWLAND

Counsel, Government Affairs
Westinghouse Electric Corporation

Mr. Howland received an A.B. degree in government from Wesleyan University in Middletown, Connecticut and an LL.B. degree from the Harvard Law School.

He engaged in general law practice from 1938-40. From 1940-41 he served as Legal Assistant to Senator John A. Danaher, and then returned to law practice with Rathbone, Perry, Kelley & Drye of New York City, where he remained until 1950. His experience there was interrupted for three years during World War II when he served in the U.S. Army as an officer in the Judge Advocate General's Department. During the Korean War, he served as Associate General Counsel of the Air Force. Mr. Howland joined the Westinghouse Law Department in 1953 as Assistant General Counsel.

As Counsel for the Westinghouse Government Affairs Office in Washington since July 1967, Mr. Howland directs attention to relations with principal legal offices of the Government and the General Accounting Office. He also provides legal advice on company operations as they relate to the laws, policies and procedures of the Government.

FORREST F. HUTSLAR

General Revenues Supervisor
Michigan Bell Telephone Company

Mr. Hutsler received a B.S. degree from Ohio State University.

He joined the telephone company in 1941 as a traffic student engineer. He has held a variety of jobs in the Traffic Department, including that of Division Traffic Supervisor. He has also been a General Marketing Supervisor and District Sales Manager. He assumed his present duties in March 1966 and is involved with the calculations necessary to determine rate and revenue schedules.

ALBERT J. KELLY, JR.

Manager, Supply & Transportation Department
Esso Standard Eastern Inc.

Mr. Kelly received B.S. and M.S. degrees in chemical engineering from the Massachusetts Institute of Technology.

He joined an affiliate of Standard Oil Company (New Jersey) in 1943 at Bayway Refinery, Linden, New Jersey, and, except for two years in the U.S. Navy during World War II, he has been with Jersey and/or its affiliates ever since. In 1960-62, he served Esso International in London as Eastern Hemisphere Supply Advisor, then as Manager of Foreign Sales, and later as Assistant General Manager of Marine Sales. In 1965, he was elected a Director of Esso Standard Sekiyu K.K., Jersey's marketing affiliate in Japan. In July 1967, he returned to the U.S.A. to assume his present post where he is in over-all charge of oil logistics planning in the East-of-Suez area for Esso affiliates.

CHARLES D. KUEHNER

General Financial Administrator
American Telephone and Telegraph Company

Mr. Kuehner received a B.A. degree from Princeton and a Ph. D. degree from New York University.

He joined the New Jersey Bell Telephone Company in 1946 as an Assistant Engineer. Since then, he has held staff and line assignments in the Long Lines Department and AT&T. In his present position he heads the section responsible for studies of corporate earnings requirements, financial policies, relations with Security Analysts and certain financial aspects of rate cases.

Mr. Kuehner served in the U.S. Army during World War II.

JEROME D. LUNTZ

Vice President - Planning and Development
McGraw-Hill Publications

Mr. Luntz received a B.S. degree in electrical engineering from City College of New York.

He worked for several years as a research electronics engineer and as an instructor in electrical engineering prior to joining McGraw-Hill in 1947. He has held various editorial positions on technical periodicals until moving into publishing management at McGraw-Hill in 1960 as publisher of three periodicals.

In 1966, he was promoted to Director of Planning and Development. He became Vice President of Planning and Development on July 1, 1967. In this capacity, he is responsible for the creation and acquisition of new publishing business for McGraw-Hill Publications, a Division of McGraw-Hill, Inc.

GEORGE L. MAZANEC

Administrative Manager, Peoples Natural Gas Division
Northern Natural Gas Company

Mr. Mazanec received a B.A. degree in economics from DePauw University and an M.B.A. degree from Harvard Business School.

He has four years experience in commerical banking, investment banking and financial consulting. He has two years experience in corporate finance as Supervisor of Investment Analysis, Treasury Department, Northern Natural Gas Company. He has been in his present position two and one half years where he is responsible for Division finances, accounting, personnel, rates, budgets, regulatory aspects and systems development.

CLINTON R. MILSTEAD

District Director - Public Relations
United States Steel Corporation

Mr. Milstead received an A.B. degree in journalism from the University of Alabama in 1948.

He joined United States Steel in 1952 as Public Relations Field Representative, was promoted to Assistant District Director in 1954, and appointed to his present position in 1957. Mr. Milstead is responsible for planning and execution of public relations activities for U.S. Steel in seven Southeastern states.

During World War II, he was assigned to Naval Intelligence.

C. GEORGE NIEBANK, JR.

Assistant General Counsel
The Atchison, Topeka and Santa Fe Railway Company

Mr. Niebank received an A.B. degree from Yale University and an LL.B. degree from the State University of New York at Buffalo.

He served as Law Clerk (1950-52) to the late Mr. Justice Robert H. Jackson, Supreme Court of the United States, and as a Commissioner of the U.S. Court of Military Appeals (1952-53).

He joined Santa Fe as an Attorney in 1953, was advanced to Assistant General Attorney in 1962, to General Attorney in 1963, and to Assistant General Counsel in 1967. Present assignments are varied but include primary responsibility for system labor litigation and for law department functions in state and federal legislative activities.

Mr. Niebank served in the U.S. Navy during World War II.

RAYMOND G. NORDSTROM

Vice President and General Manager
General Products Division
Allis-Chalmers Manufacturing Company

Mr. Nordstrom received his B.S. degree in metallurgical engineering from the University of Pittsburgh. He also attended the Royal Institute of Technology, Stockholm, Sweden.

Before joining Allis-Chalmers, Mr. Nordstrom was associated with Basic Products Corporation and served as Vice President-Group Executive, Member of Corporation Management Committee, Chairman of the Lindberg Engineering Division, and a member of the Advisory Board. Prior associations were with Hevi-Duty Electric Company (a Division of Basic Products Corporation), Watertown, Wisconsin, as Executive Vice President-General Manager, and as a member of the Board of Directors; and with Ingersoll Products Division of Borg-Warner Corporation as Assistant to the President.

He joined Allis-Chalmers as Director of Corporate Planning in February 1965, and in February 1966, he was appointed President of Canadian Allis-Chalmers, Limited, located in Montreal, Quebec, Canada. He was appointed to his present position as General Manager of the General Products Division and elected a Vice President in 1966.

While serving in the U.S. Navy as a Lieutenant, U.S.N.R., he negotiated and settled \$20,000,000 in subcontractors' claims after "V-J" Day.

DAVID D. OGILVIE

Director, Corporate Development
PPG Industries, Inc.

Mr. Ogilvie received a B.Sc. degree in chemistry and biology from the University of Edinburgh, Scotland, a D.V.M. from the University of London. He also is a graduate of the Advanced Management Program of the Harvard Business School.

He worked in the British Government during World War II and joined Imperial Chemical Industries in 1943 as one of the original members of a new pharmaceutical chemical division. In 1947 he became a member of the Board and director of I.C.I.'s agricultural chemicals division and in 1955 was appointed manager of I.C.I.'s agricultural chemical and pharmaceutical interests in the U.S.A.

In 1958, Mr. Ogilvie joined Carter-Wallace, Inc., a diversified manufacturer of ethical and proprietary pharmaceuticals, toiletries, specialty foods and chemicals, as president of Carter-Wallace International.

He entered his present position a little less than two years ago where he has responsibility for all aspects of company-wide development activity, including the setting of corporate objectives, formulation of business strategy, monitoring of divisional and profit center performance, long and short range planning, economic analysis, capital appropriations analysis, acquisitions and mergers, etc.

HUGH G. PASTORIZA

Director of Business Practices
IBM World Trade Corporation

Mr. Pastoriza received his B.S. degree in electrical engineering from the Massachusetts Institute of Technology and an M.B.A. degree from the Harvard Graduate School of Business Administration.

Prior to joining IBM, Mr. Pastoriza was employed by the Fairchild Camera and Instrument Corporation as Assistant to Vice President-Sales. He joined IBM in 1952 and transferred to IBM World Trade Corporation in 1959. He took an assignment at the IBM European Headquarters in Paris in 1961. Assignments included Market Planning and Research, Industry Marketing, and Telecommunications Policies and Practices. He returned to the U.S. in December 1967 assuming his present position where he is responsible for strategic planning in the area of relations with governments.

CARL R. PATTERSON

Operations Manager
Headquarters Exploration Department
Humble Oil & Refining Company

Mr. Patterson received a B.S. degree in geology from Oklahoma University.

He joined Humble Oil and Refining in 1949 as a Junior and Associate Geologist. He became a Senior Geologist in 1956 and in 1959 became an Area Exploration Geologist for Southwest Texas. In 1964 he transferred to New Orleans in that same capacity. In 1966 he assumed his present position.

Mr. Patterson manages three Exploration Divisions which conduct exploration activities for the discovery of profitable reserves of oil, gas and allied minerals on Company-owned properties and the selection and acquisition of additional such profitable properties; assures proficiency of Division operations, and their maintenance within boundaries of approved programs and budgets.

WILLIAM C. PEARSON

Consultant, Business Practices Operation
Defense Programs Division
General Electric Company

Mr. Pearson received a B.S. degree in business administration from Lehigh University and has completed advance studies in Government Contracting.

He joined the Business Training Course of the General Electric Company in 1946 following service in the U.S. Army during World War II. He has held various line and staff positions in Finance and Marketing.

In his present position, Mr. Pearson assists in the planning, programming, conduct and follow-up of objective in-depth surveys of the management business practices of the Operating Departments within the Company Aerospace and Aircraft Engine Groups.

JOSEPH L. PETERSON

Senior Director - Administration
Douglas Missile & Space Systems Division
McDonnell Douglas Corporation

Mr. Peterson received an A.B. degree in psychology and an LL.B. degree from Stanford University.

He was engaged in his own law practice from 1934 to 1950, whereupon he joined the Douglas Aircraft Company as an Industrial Relations Representative. He assumed the position of Assistant Manager, Employe Relations in 1952 and in 1959 was appointed to Director - Administration. He held this position until August of 1966 when he assumed his present position as Senior Director - Administration.

RAYMOND H. RICHARDS

Controller
Shell Oil Company

Mr. Richards received a B.A. degree in business administration from the University of Washington.

He joined Shell in 1947 as a Credit Clerk in the Seattle Marketing Division. He was named Assistant Credit Manager of the San Francisco Division in 1950, Credit Manager of the former Sacramento Division in 1953, and Chief Accountant there in 1955. He moved to Head Office in 1958 and became Assistant Manager, Marketing Accounting, the following year. He became Manager, Marketing Accounting in 1962 and later that year assumed the position of Manager, Auditing. He was appointed to his present position in July 1963.

JOSEPH H. RUDD

General Manager - Eastern
New York Telephone Company

Mr. Rudd received his B.S. degree in industrial relations from Cornell University.

He joined the telephone company in 1948. In 1954 he became District Traffic Superintendent and subsequently Personnel Director, Assistant Vice President, General Traffic Manager, and in 1967 assumed his present position. He has responsibility for telephone operations up-state in the Eastern Area.

JOHN H. RYAN

Assistant Senior Director
Engineering Business Management
Douglas Missile & Space Systems Division
McDonnell Douglas Corporation

Mr. Ryan received his B.M.E. from the University of Detroit.

He joined Douglas in 1939. For the first twenty years at the Long Beach Aircraft Division he held positions ranging from Project Engineer, Chief Test Engineer, Chief Engineer, Chief Project Engineer and Engineering Manager. He has spent the last eight years at the Missile & Space Systems Division as Chief Administrative Engineer, Director of Engineering Administration for Development Engineering and finally Assistant Senior Director, Engineering Business Management.

PAUL W. SAGE

General Manager
Mississippi Test Support Department
General Electric Company

Mr. Sage received a B.S. degree in mathematics from the University of Michigan.

In 1956, prior to his graduation, he performed digital computer analysis and programming in the solution of missile tracking problems on the Redstone and Jupiter Programs for the U.S. Army Ballistic Missile Agency. Subsequently, as Manager-Applied Science of International Business Machine Corporation's District 5, he served scientific customers in the design, analysis, and programming of numerous IBM computer systems. He joined General Electric in 1960 as a consultant in computer technology with the Missile and Space Vehicle Department at Valley Forge, Pennsylvania. He subsequently was Manager-Computer Services and Manager-Information and Processing and Data Reduction for that Department. In 1962, Mr. Sage was given increased responsibilities as Manager of the Computer Operations Section of General Electric's Finance and Resource Planning Operation. There he provide digital computer capacity, techniques, and special applications programming to three operating departments. Mr. Sage was selected to manage test and data systems for the General Electric, Mississippi Test Support Department, when it was organized in June 1963, to provide site activation, plant, technical, and technical systems support at the National Aeronautics and Space Administration's Mississippi Test Facility. He later served as Manager-Engineering and, more recently, as Manager-Programs for the Department. Mr. Sage was appointed to his present position February 1, 1968.

GERALD W. VAUGHAN

Director of Public Affairs
Union Camp Corporation

Mr. Vaughan received a B.A. in economics and an M.A. in industrial relations at the University of Wisconsin. He did graduate work in Personnel Administration and Labor Economics.

He joined Union Camp in 1944 as Assistant Director of Industrial Relations and was appointed Director of Industrial Relations in 1949.

In 1962, Mr. Vaughan was appointed to his present position. He is responsible for the planning and coordination of the Company's Government Relations and Public Affairs activities.

During World War II he served in the Office of Emergency Management